



**UNITED STATES AIR FORCE ACADEMY  
BOARD OF VISITORS**

WASHINGTON, DC 20330

2 May 2013

FROM: USAFA BoV  
c/o AF/A1PT  
1040 Air Force Pentagon, Room 4D1054  
Washington, DC 20330-1040

SUBJECT: Semi-Annual Report, United States Air Force Academy Board of Visitors

As Chairman of the United States Air Force Academy (USAFA) Board of Visitors (BoV), I am pleased to submit this semi-annual report for your consideration as required by Title 10, USC § 9355. The timeframe for this report is 1 Jan 2012 - 30 Jun 2012 and includes information from the BoV meetings in February 2012 and May 2012. The BoV is fully engaged in its charter to provide oversight of USAFA on behalf of the President of the United States and yourself.

During this reporting period, the Board has discussed many important Academy topics including: diversity, religious training and respect, and the USAFA 501(c) (3) organizations. Additionally, the BoV Membership swore-in two new presidential appointees, Dr. Thomas McKiernan and Mr. Fletcher (Flash) Wiley. Both are USAFA graduates and are the replacements for Mr. Charles Garcia and Ms. Susan Ross.

The Academy has continued to focus on improving diversity, yet challenges make this process difficult. In the February meeting, the Board started a review of USAFA staff diversity, which began with the Athletic Department. The brief led to discussion on Academy hiring practices, recruiting competition with other universities, as well as other hiring constraints. The Board will continue to monitor USAFA's progress in this area and acknowledges the ongoing challenges USAFA faces.

The Board has received updates on the stand up of the Air Force Academy Athletic Corporation (AFAAC). The Board is interested in the development of this new non-profit organization. We will continue to monitor its progress as it prepares to begin operations in 2013.

The Board was briefed on the Religious Training and Respect education developed by the Chaplain's office. We were very impressed by the professionalism of this training and how far USAFA has come toward religious inclusion in the last few years. Mr. Cruz-Gonzales provided an update on the construction of the Center for Character and Leadership Development. The Board was pleased to hear of the great progress on this project. The Board and I were very appreciative of Lt Gen Gorenc taking time out of his busy schedule to brief us on the current Air Force Defense Strategy during the May BoV meeting.

The BoV subcommittees did an excellent job of reviewing the current condition of the Academy and provided inputs to help the Academy attain its goal to produce leaders of

character. I am pleased with the dedication, work and salient insights these groups have demonstrated through the deliberations that occurred during this reporting period. Specifics can be gleaned from the individual subcommittee reports.

#### Admissions and Graduation Subcommittee

Mr. Sandoval provided the results of the Admissions and Graduation subcommittee outbrief. The main goal of the subcommittee is to provide the USAF Academy Board of Visitors (BOV) with oversight and advisory recommendations regarding the Academy's mission to attract young men and women eligible to be nominated and appointed to USAFA to become officers of character. The Subcommittee monitors admissions for candidate achievement, inclusion, diversity and will foster the continued implementation of Strategic Enrollment Management (SEM) principles. Specifically for this meeting, the subcommittee was to ensure the BoV understands the quarterly USAFA XP Diversity and Attrition reports and provide an update on the very successful Diversity Visitation Program and its importance to USAFA'S recruiting effort and the need for it to continue and be funded.

In February, Col Benyshek described the new Diversity Visitation Program which is geared towards high school juniors to assist with cadet recruiting. She informed the BoV that 80% of the candidates that come through the Diversity Visitation Program either come to USAFA, the Prep School, the Falcon Foundation, or another sister service academy.

#### Character and Leadership Subcommittee

During the February meeting, Brig Gen Clark provided the Character and Leadership subcommittee a short brief on the Inspire to Inspire program that gives cadets the opportunity to be coached by other cadets and staff. The goal is to help change the USAFA culture into a culture that leads to inspiration.

#### Academics and Course of Instruction Subcommittee

The Academic and Course of Instruction Subcommittee discussed the issue of grade inflation. The Subcommittee found that USAFA does not have an issue with grade inflation in comparison to other universities. Cadets have historically built a reputation for academic excellence and are required to take more hours than most universities in addition to physical fitness requirements.

Additionally, it was noted that there had been a change in the accreditation process and rules. The original process of inspecting every program every few years has changed to a continual process throughout the year examining various programs. It was stated that the new process has the potential to be a more efficient way to conduct accreditation.

### Vacancies on the Board of Visitors

The Board is required to have two USAFA graduates as sitting members and the new members, Dr. McKiernan and Mr. Wiley, have brought the total to three. There is an on-going requirement to fill positions on the USAFA Board of Visitors and the Board appreciates all the support and attention this matter has received.

Respectfully,



ALFREDO A. SANDOVAL  
Chair, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate  
Chairman, Committee on Armed Services of the House of Representatives  
Secretary of the Air Force  
Chief of Staff, U.S. Air Force  
Deputy Chief of Staff of the Air Force, Manpower and Personnel  
Superintendent, USAFA  
Members of USAFA Board of Visitors  
Designated Federal Officer, USAFA Board of Visitors  
Executive Secretary, USAFA Board of Visitors

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**USAFA BOARD OF VISITORS  
MEMBERSHIP, COMPOSITION, AND TERMS  
(As of June 2012)**

	Years on the Board	Term Expires
<b><u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u></b>		
Ambassador Susan Schwab – Chair	2009-Present	2012
Mr. Robert Hayes	2009-Present	2012
Mr. Arlen Jameson	2010-Present	2013
Ms. Marcelite Harris	2010-Present	2013
Mr. Thomas L. McKiernan (USAFA ‘71)	2011-Present	2014
Mr. Fletcher Wiley (USAFA ‘65)	2011-Present	2014
<b><u>APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES</u></b>		
U.S. Senator Ben Nelson (D-NE)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Senator Lindsey Graham (R-SC)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Senator John Hoeven (R-ND)	2011-Present	Resigns, relieved, or no longer in the office
<b><u>APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES</u></b>		
U.S. Representative Doug Lamborn (R-CO)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Loretta Sanchez (D-CA)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Jared Polis (D-CO)	2009-Present	Resigns, relieved, or no longer in the office
Mr. Alfredo Sandoval (USAFA ‘82)	2010-Present	Resigns or relieved
<b><u>APPOINTED BY THE CHAIRMAN, ARMED SERVICES COMMITTEE</u></b>		
U.S. Senator Michael Bennet (D-CO)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Representative Niki Tsongas (D-MA)	2008-Present	Resigns, relieved, or no longer in the office

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\* Presidential appointees serve for three years; however, per Title 10, they continue to serve on the Board until replaced.

CHARTER  
BOARD OF VISITORS OF THE U.S. AIR FORCE ACADEMY

1. Committee's Official Designation: The Committee shall be known as the Board of Visitors of the United States Air Force Academy (hereafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provisions of the 10 U.S.C. § 9355, and the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix 2), and 41 CFR § 102-3.50(a), established the Board.
3. Objectives and Scope of Activities: The Board shall provide independent advice and recommendations on matters relating to the U.S. Air Force Academy, as set out in (4) below.
4. Description of Duties: The Board shall provide the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, independent advice and recommendations on matters relating to the U.S. Air Force Academy, to include morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

The Board shall prepare a semiannual report containing its views and recommendations pertaining to the U.S. Air Force Academy, based on its meeting since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

5. Agency or Official to Whom the Committee Reports: The Board reports to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives. Pursuant to DoD policy, the Secretary of the Air Force may act upon the Board's advice and recommendations.
6. Support: The Department of Defense, through the Secretary of the Air Force, shall provide support as deemed necessary for the performance of the Board's functions and shall ensure compliance with the requirements of the Federal Advisory Committee Act of 1972 and the Government in Sunshine Act of 1976 (5 U.S.C. § 552b).

The Secretary of the Air Force, through the Superintendent of the Academy, shall ensure that the Board shall have access to the Academy grounds and the cadets, faculty, staff and other personnel of the Academy for the purposes of the duties of the Board. The

Secretary of the Air Force and the Superintendent of the Academy shall also provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

7. Estimated Annual Operating Costs and Staff Years: It is estimated that the annual operating costs, to include travel costs and contract support, for the Board is \$241,044.00. The estimated annual personnel costs to the Department of Defense are 2.5 full-time equivalents (FTEs).
8. Designated Federal Officer: The Designated Federal Officer, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with governing DoD policies and procedures.

In addition, the Designated Federal Officer is required to be in attendance for the full duration at all Board and subcommittee meetings; however, in the absence of the Designated Federal Officer, an Alternate Designated Federal Officer shall attend the entire Board or subcommittee meeting.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Board's Chairperson, and the estimated number of Board meetings is at least four per year, with at least two of those meetings at the Academy.
10. Duration: The need for this advisory function is on a continuing basis; however this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon completion of its mission or two years from the date this charter is filed, whichever, is sooner, unless extended by the Secretary of Defense.
12. Membership and Designation: The Board is constituted annually, and it shall be composed of not more than 15 members. Under the provisions of 10 U.S.C. § 9355 (a) and (b)(2), the Board members shall include:
  - a. Six persons designated by the President, at least two of whom shall be graduates of the U.S. Air Force Academy;
  - b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee;
  - c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives;
  - d. The chairman of the Committee on Armed Services of the Senate, or his designee.
  - e. Three other members of the Senate designated by the Vice President or the

President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

The Board members referenced in 12(a) above, designated by the President, shall serve for three years except that any member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate persons each year to succeed the members referenced in 12(a) above whose terms expire that year.

The Board members shall select the Board Chairperson and Vice Chairperson from the total membership.

If a member of the Board dies or resigns or is terminated as a member of the Board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

Each member of the Board who is a member of the Armed Forces or a civilian officer or employee of the United States shall serve without compensation (other than compensation to which entitled as a member of the Armed Forces or an officer or employee of the United States, respectively). Individuals appointed by the President shall receive no compensation for their service on the Board. While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved in advance for good cause by the Board chairperson, such failure shall be grounds for termination from membership on the Board, pursuant to 10 U.S.C. § 9355(c)(2)(A) (“absenteeism provision”).

Termination of membership on the Board pursuant to the absenteeism provision, in the case of a member of the Board who is not a member of Congress, may be made by the Board’s chairperson; and in the case of a member of the Board who is a member of Congress, may be made only by the official who designated the member. When the member of the board is subject to termination from membership on the Board under the absenteeism provision, the Board’s chairperson shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action, as that official considers appropriate.

Upon approval by the Secretary of the Air Force, the Board, pursuant to 10 U.S.C § 9355 (g), may call in advisers for consultation. These advisers shall, with the exception of travel and per diem for official travel, serve without compensation.



13. Subcommittees: With DoD approval, the Board is authorized to establish subcommittees, as necessary and consistent with its mission. These subcommittees shall operate under the provisions of the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b), and other governing Federal regulations.

Such subcommittees shall not work independently of the chartered Board, and shall report all their recommendations and advice to the Board for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the chartered Board; nor can they report directly to the Department of Defense or any Federal officers or employees who are not Board members.

Subcommittee members, who are not Board members, shall be appointed by the Secretary of Defense according to governing DoD policy and procedures. Such individuals, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and serve as special government employees, whose appointments must be renewed on an annual basis.

14. Recordkeeping: The records of the Committee and its subcommittees shall be handled according to section 2, General Record Schedule 26 and governing Department of Defense policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552).
15. Filing Date: October 19, 2010

# **UNITED STATES AIR FORCE ACADEMY**

## **BOARD OF VISITORS BYLAWS**

### **ARTICLE I: AUTHORITY AND PURPOSE**

The United States Air Force Academy Board of Visitors (the Board) is governed by Title 10, U.S. Code, § 9355, *Board of Visitors*. It is an oversight board in the executive branch of the government established to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Unlike a corporate board of directors, this Board cannot be directive in its oversight role. The Board is an advisory board charged with providing independent advice and recommendations on matters relating to the U.S. Air Force Academy. The Board shall be responsible for advising the Superintendent (and, in turn, the Chief of Staff, the Secretary of the Air Force and the Secretary of Defense) by making recommendations on significant matters relating to the Academy. The Board may request, without restriction, information, facts, and briefings in support of its role to oversee operations of the Air Force Academy.

The Secretary of the Air Force and the Superintendent of the Academy shall provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

### **ARTICLE II: RULES OF CONSTRUCTION**

Nothing in these bylaws shall be construed to supersede the provisions of the public laws of the United States, or any Air Force or Department of Defense regulation, directive, or instruction. Nothing in these bylaws shall be construed to create liability in any Board member for any action taken by the Board or the Air Force Academy.

### **ARTICLE III: MEMBERSHIP**

**Section 1 - Board of Visitors:** By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.
- b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
- c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.
- d. The chairman of the Committee on Armed Services of the Senate, or his designee.

e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

**Section 2 - Term of Service:** By law, the persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is designated. The President shall designate persons each year to succeed the members designated by the President whose terms expire that year. If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

**Section 3 - Service Expectation:** The Board is a working board and its members are expected to attend all meetings and to participate in the activities of the Board. Board members have the duty to make constructive recommendations to ensure the mission of the Academy is appropriately met. If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved, for good cause, by the Board chairman, such failure shall be grounds for termination from membership on the Board. A person designated for membership on the Board shall be provided notice of the provisions of this paragraph at the time of such appointment.

When a member of the Board is subject to termination from membership on the Board, the Board chairman shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action as that official considers appropriate. In the case of a member of the Board who is not a member of Congress, termination of membership may be made by the Board Chairman.

**Section 4 - Officers:**

- a. The officers of the Board are the Chairman and the Vice Chairman. A chairman and a vice chairman shall be elected annually by the Board at an organizational meeting held during the last quarter of each calendar year.
- b. The Chairman and Vice Chairman shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.
- c. The Vice Chairman shall preside at the meeting in the absence of the Chairman, or if the Chairman resigns or is unable to perform the functions of the office because of illness or death.

**Section 5 - Subcommittees:** The Chairman may, on an as-needed basis, create subcommittees of the parent committee (the Board). The Chairman will determine the size, focus, and duration of the subcommittees. The Chairman will designate a chair for each such subcommittee from among the members appointed and will charge these subcommittees with their tasks. The Designated Federal Official (DFO) is the authority to call parent Board and/or subcommittee meetings. Subcommittees may be used to conduct research or gather information for the use of the entire board. Subcommittee meetings will not be open to the public, but the appropriate Chairperson shall certify the accuracy of minutes within 90 calendar days. The DFO shall also ensure that a summary of Admin and Preparatory Work meetings is required to include a listing

of who attended the meeting and that the information be maintained as part of the Committee's official records. No individual Board member or subcommittee shall take official action for the Board unless authorized to do so. The Executive Secretary will assist chairs of any subcommittee with administrative support. Subcommittees shall be responsible for reviewing and making recommendations to the full board on subjects the board shall designate. Each subcommittee will be assigned a USAFA subject matter expert as a point of contact to assist with collection of any necessary information.

**Section 6 - Designated Federal Officer:** The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) shall serve as the Designated Federal Officer required by section 10 (e), Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix, 10(e)), and shall have the duties and responsibilities imposed by sections 10 (e) and (f), FACA (5 U.S.C. Appendix, 10 (e) and (f)). As part of those duties, SAF/MRM shall attend all meetings of the Board and may exercise the authority to adjourn any meeting of the Board, if determined to be in the public interest. As the DFO, SAF/MRM is also responsible for approving any meeting of the USAFA BoV, to include its agenda. The SAF/MRM Assistant Deputy for Officer Accessions and Programs will serve as the alternate DFO. Additional alternate DFOs will be appointed, as required by DoD policy, to attend subcommittee meetings.

**Section 7 - Executive Secretary:** The Executive Secretary shall be appointed by the Deputy Chief of Staff, Manpower & Personnel (AF/A1). The Executive Secretary shall abide by the provisions set forth in the Federal Advisory Committee Act to include ensuring timely notice of each meeting is published in the Federal Register; and shall ensure, subject to Section 522, Title 5, United States Code, the records, reports, transcripts, minutes, appendixes, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by the Board of Visitors are made available for public inspection and copying at a single location. Additionally, the Executive Secretary shall:

- a. Prepare detailed minutes of each meeting of the USAFA BoV, to include a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and inclusion of any subcommittee updates/reports.
- b. Will assist chairs of any BoV subcommittee with any necessary information and administrative support.
- c. Maintain the BoV bylaws.

## **ARTICLE IV: MEETINGS**

**Section 1 - Designated Board Meeting Dates:** The Board should meet at least four times a year, with at least two of those meetings at the Academy. Other than for those meetings required to convene at USAFA, meetings of the Board may be conducted in whole or in part through electronic means. The Board or its members may make other visits to the Academy in connection with the duties of the Board. Board meetings should last at least one full day. Board members shall have access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board.

**Section 2 - Notice of Meetings of the Board of Visitors:**

a. Notice of the scheduled or special meetings of the Board shall be published in the Federal Register in accordance with the FACA (5 U.S.C. App, 10 (a) (2)). The notice shall be published at least 15 calendar days before the date of the meeting, except that a shorter period may be authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para E3.12.9, DoDI 5105.04). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public.

b. All meetings of the Board shall be open to the public. In those instances where the Chairman recommends certain sessions (e.g., sessions involving personal information protected by the Privacy Act of 1974) of a scheduled meeting, or the entire meeting, should be closed to the public in accordance with provisions of Section 552b(c), Title 5, United States Code, the Chairman will notify the Executive Secretary.

**Section 3 - Agenda:** Prior to each meeting, the Chairman shall prepare a meeting agenda after consultation with other members of the Board, the Superintendent of the Air Force Academy, the DFO, and others as deemed appropriate. Agenda topics for convened meetings will include:

a. Review of the United States Air Force Academy strategic plans, objectives, and performance metrics.

b. Review and assess goals, objectives, initiatives and performance.

c. Update milestones and accomplishments from independent audits that have received leadership attention.

d. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.

e. Those matters proposed for discussion by the Academy or the Department of the Air Force that are agreed to by the Board Chairman.

f. Those matters proposed for discussion by Board members, provided the Board Chairman agrees to them and the Executive Secretary has reasonable time to coordinate Academy and Department of the Air Force views on the proposed matters.

g. The following agenda items will be discussed on an as needed basis:

1) Initiatives that incur significant costs to the Federal Government but where the benefits are not readily linked with established Academy strategic goals, objectives, or performance metrics.

2) Initiatives connected to broad cultural change that will take concerted effort from Academy and AF leadership.

h. At the conclusion of each Board meeting, the members shall be apprised of tentative dates and locations for subsequent Board meetings.

i. Any member of the Board may make special visits to the United States Air Force Academy, in addition to those described herein, in connection with the duties of the Board or to consult with the Superintendent.

**Section 4 - Quorum:** No business may be transacted at a meeting of the Board unless a quorum of six members is present. Participation in a Board meeting through electronic means suffices for attendance for the purpose of obtaining a quorum. In other words, regardless of the forum (a

face-to-face meeting, an electronic-based meeting, or a combination of both), at least six members must participate for business to be transacted.

**Section 5 - Parliamentary Procedure:** Except as provided herein or through decisions of the Board, *Robert's Rules of Order* shall apply in all proceedings and discussions of the Board of Visitors and its subcommittees. All questions shall be decided by a majority vote of the members present (in person or by electronic means). Each member shall have one vote. Voting may be done by mail ballot or by telephone call, electronic mail, or other means designated by the Board, the Chairman, or subcommittee chairmen.

**Section 6 - Participation of the Public:** Members of the public attending open meetings and briefings of the Board may, upon approval by the Chairman, be allowed to present questions from the floor or speak to an issue under discussion by the Board. Any member of the public shall also be permitted to file a written statement with the Board. Written statements must address the following: the issue, discussion, and a recommended course of action. The proposed statement will be submitted to the DFO. However, if a written statement is not received at least 10 days before the first day of the scheduled meeting then it may not be provided to, or considered by, the BoV until its next open meeting. The DFO will review all timely submissions with the BoV Chairperson and ensure they are provided to members of the BoV before the meeting that is the subject of the proposed written statement. If, after review of timely submitted written comments, the BoV Chairperson and DFO deem appropriate, they may choose to invite the submitter of the written comments to orally present their issue during an open portion of the BoV meeting subject to the submitter's request. The DFO and BoV Chairperson may, if desired, allot a specific amount of time for members of the public to present their issue for BoV review and discussion. Direct questioning of BoV members or meeting participants by the public is not permitted except with the approval of the DFO and Chairperson.

**Section 7 - Proxy Voting:** Proxy voting is not allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

**Section 8 - Special Meetings:** The Chairman may propose a special Board meeting for good cause or upon written request of at least a majority of the Board members.

**Section 9 - Minutes of the Board of Visitors:** Detailed minutes of any meeting held by the Board shall be kept by the Executive Secretary and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, if any, and copies of all reports received, issued, or approved by the Board. The statement of members will appear only in summation form, except any member may exercise the right to have views incorporated verbatim in the minutes. Minutes shall be compiled by the Executive Secretary and certified by the Chairman of the Board. Subject to 5 U.S.C. Section 552, the records, reports, transcripts, minutes and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

**Section 10 - Reports:** The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meetings since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on

Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

- a. The Chairman shall be responsible for the preparation of the reports and the members of the Board of Visitors should approve the reports by a majority vote.
- b. The Secretary and Chief of Staff of the Air Force, as well as the Superintendent of the Academy, will receive a copy of the approved reports.

## **ARTICLE V: GENERAL**

**Section 1 - United States Air Force Academy:** The United States Air Force Academy, without restriction, will provide to the Board information, briefings, and facts in preparation for meetings in support of its role to oversee operations of the United States Air Force Academy, and will provide Board members access to the Academy grounds and cadets, to include attending classes and meeting with cadets informally and privately. Also, the Superintendent of the Air Force Academy will ensure BoV members receive candid and complete disclosure of all institutional problems, to include cadet and faculty surveys, and any information related to the culture and climate of the Academy.

**Section 2 - United States Air Force:** The Air Force, as an executive branch department, is responsible for implementing policies, law, regulations, and statutes concerned with the Academy, as well as achieving the desired outcomes. This is done through the chain of command that proceeds from the Secretary of the Air Force to the Chief of Staff of the Air Force, and then to the Superintendent of the Air Force Academy.

**Section 3 - Amendments of Changes to the Bylaws of the Board of Visitors:** The bylaws will be reviewed annually. Amendments or changes to the bylaws of the Board of Visitors may be suggested to the Board Chairman, in writing, by any member as an Agenda item at a scheduled Board meeting not less than 30 days prior to the meeting. The assent of at least two-thirds of the members of the Board is necessary to amend or change these bylaws.

**Section 4 - Reimbursement:** While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

**(Approved 10 January 2008)**

## **APPENDIX 1: Minutes of the Quarterly Meeting of the USAFA BoV, 10-11 February 2012**

### **MINUTES OF THE REGULAR MEETING BOARD OF VISITORS (BoV) UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairperson opened the first day of the of the USAFA Board of Visitors meeting at 3:15p.m. on Friday, 10 February 2012 and the meeting was adjourned at 5:20 p.m. The meeting on the second day opened at 8:00 a.m. and adjourned at 2:30 p.m.

#### **ATTENDANCE**

##### **MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfredo Sandoval (Vice Chair)  
Senator Michael Bennet (D-CO) (there for subcommittee meetings)  
Representative Jared Polis (D-CO)  
Representative Doug Lamborn (R-CO)  
Mr. Robin Hayes (by phone)  
Lt General (Ret) Arlen "Dirk" Jameson  
Major General (Ret) Marcelite Harris  
Dr. Thomas McKiernan  
Mr. Fletcher "Flash" Wiley (by phone)

##### **MEMBERS ABSENT:**

Senator Lindsey Graham (R- SC)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)  
Representative Niki Tsongas (D-MA)  
Senator John Hoeven (R- ND)

##### **AIR FORCE SENIOR STAFF:**

Lt Gen Darrell Jones, DCS, Manpower, Personnel and Services  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)

##### **USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Brig Gen Cathy Chilton, Mobilization Assistant  
Dr. Hans Mueh, Director of Athletics  
Dr. Adis Vila, Chief Diversity Officer  
Col. Michael Therianos, Director of Plans, Policies and Assessments  
Col. Bart Weiss, Preparatory School Commander



Col. Tim Gibson, 10<sup>th</sup> Air Base Wing Commander  
Col. Scott Dierlam, United States Air Force Academy Liaison  
Col Robert Bruno, USAFA Chaplain  
Col Carolyn Benyshek, Director of Admissions  
Gail Colvin, Director of Staff  
Lt Col Burke Beaumont, Comptroller  
Mr. Dave Cannon, Director of Communications  
CMSgt Todd Salzman, USAFA Command Chief

**BoV EXECUTIVE SECRETARY:**

Col William Hampton (AF/A1DO)

**Opening Comments**

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned into an award presentation for Ms. Sue Ross followed by the swearing-in of new USAFA BoV member, Dr. Richard McKiernan. After the ceremonies, the meeting began with the Religious Training and Respect.

**Religious Training and Respect**

Chaplain Bruno began with an overview of how the United States Air Force Academy is conducting religious respect training. The training format is for cadets as well as faculty and is differentiated depending on where they are in the overall chain of responsibility. There are approximately 25 scenarios that are utilized for training and the scenarios are taken from real-life experiences. The training for the AMTs and AOCs is currently in the concept development stage and it is expected to be implemented in the next academic year.

Professor Dave Fitzkee demonstrated a mock training session with the BoV members acting as faculty and two scenarios were presented. Congressmen Polis asked what, if any, is the unofficial capacity of a faculty member on campus, or are they always in an official capacity because they are faculty. Professor Fitzkee explained that whether a faculty member is acting in an official capacity is dependent upon whether the individual is higher ranking, in uniform, on duty, or in the place of duty. Professor Fitzkee further explained that when a faculty member is acting in an official capacity that they have to be very clear that anything they say doesn't appear to advance or promote any religion prohibited by the establishment clause.

Mr. Ginsberg asked what the reaction of the faculty to the presentation has been. Chaplain Menchion explained that 75 percent of the faculty found the training to be very constructive. Maj General (ret) Harris asked if religion was part of the curriculum. Brig Gen Born explained that due to the sensitivity surrounding religious discussion that it was no longer part of the classroom discussion as the faculty felt like they were walking on eggshells. In order to counteract this mindset Professor Fitzkee conducted training for the 300 plus members of the faculty. The goal of the training was to create an organizational requirement wherein healthy and respectful dialog could occur with faculty, staff and the cadets.

### **Superintendent's Update**

Lt General Gould began with an overview of the Academy. He started the presentation by reviewing the amount of money programmed for USAFA's infrastructure, support, and mission. Furthermore he voiced concerns about the effects the financial draw down will have on USAFA and stressed that if there is one activity throughout our Air Force that survives intact through this belt-tightening, it ought to be the U.S. Air Force Academy.

USAFA recently had a compliance inspection and consolidated unit inspection which is an attempt by the IG community and others to get the unit through the various inspections at one time instead of having intermittent inspections throughout the year. Mr. Ginsberg explained the reason the Air Force is trying to consolidate the inspections is the various units voiced concerns about coming back from deployment, and going right into inspection, in some cases, and then trying to get trained up to go back on deployment. The units were having trouble keeping up with the ops tempo as there was a limited amount of time and manpower with the actual deployments and the training associated as well as other members having to prepare for the next inspection. Mr. Ginsberg asked if Lt Gen Gould if he thought one large inspection was better than the steady rhythm of inspections coming through. Lt Gen Gould stated he would have to see after we go through the inspection.

Lt Gen Gould provide an update on the end strength numbers and assured everyone USAFA is on a glide slope to bring the cadet wing down to 4,000 by 30 September of this year. Lt Gen Gould emphasized that this isn't about managing attrition; it's about upholding standards at the Academy.

The next topic covered was the athletic conferences and the changes that are expected over the next few years. Lt Gen Gould explained that USAFA is currently working with Conference USA and the Mountain West Conference on the details of a possible merger and having an Eastern Division and a Western Division. The merger would allow USAFA to maintain regional alliances, traditional rivalries, as well as minimize class time missed for travel.

Lt Gen Gould provided an update on the progress of the construction of the Center for Character and Leadership Development. The original proposal for the building has been altered in which a tower has been added in order to keep with the architecture of the Air Force Academy. The only way USAFA can pay for the additional construction with the increased cost is to combine MILCON money that was raised by the Endowment Fund. USAFA anticipates awarding a contract in midsummer and putting a shovel in the ground late summer, early fall. The construction should take about 18 months. Maj Gen (ret) Harris asked if a name had been chosen for the building and proposed that it should be named after a minority. The BoV discussed possible names and the rules associated with the naming convention.

Lt Gen Gould announced that Chief Todd Salzman (USAFA Command Chief) would be retiring in the spring.

### **Diversity in the Athletic Department**

Dr. Mueh started the Diversity Brief by giving a snapshot of the personnel that are in the Athletic Department (AD). Dr. Mueh discussed the hiring process for the different categories of employees in the AD and explained how the jobs were advertised. Several BoV members had questions about what could be done in regards to the hiring process to increase the diversity at USAFA. Mr. Ginsberg explained that in addition to guidance from Statute 5 there are additional regulations from OPM and from the Department of Defense that must be followed during the hiring process. In addition to the regulations that must be followed Dr. Meuh provided an example of USAFA offering five minority candidates a position only to find out the functional would not release them from their career field. USAFA did get a minority candidate for the position however; two weeks after she got there she was RIFed. These examples lead into a discussion about the challenges of the hiring process and what USAFA is doing to hire and keep minority faculty members. Dr. Mueh gave a two year breakdown of the AD faculty turnover rate and provided reasons for the minority faculty members that left.

Faculty developmental opportunities were discussed and the Dr. Meuh explained that the Dean provided the AD a Ph.D. slot every other year. He stressed the importance of the developmental opportunities and felt it was the only way to keep the staff current on coaching philosophies.

Questions about the schedule of an intercollegiate athlete as well as the academic and physical standards they are required to maintain were asked by the BoV members. Dr. Meuh walked through a typically day for a cadet playing football. The brief concluded with a breakout of the different teams.

Dr. Vila concluded by conceding that there is still some work to do in improving the diversity at USAFA. She assured the BoV members that USAFA is taking the necessary steps in order to recruit a more diverse group for all the different sectors and also offer the employees more opportunities so that USAFA will become an employer of choice, not just for one group of people, but for all groups of people. Dr. Vila reiterated that USAFA has to be intentional in the effort to improve diversity, and it has to start with the recruiting process.

### **Air Force Academy Athletic Corporation Transition Plan**

Dr. Meuh informed the BoV members that the Air Force Academy Athletic Corporation (AFAAC) Board had recently had the second board meeting. The AFAAC Board named the future AFAAC CEO and they also established an internet portal for secure communications. The BoV members wanted to know how the AFAAC Board members were chosen and also requested a list of who was on the board. Mr. Sandoval asked what the role of the BoV was in the AFAAC and what was expected from the BoV members. Mr. Ginsberg affirmed that the BoV members are charged to anything that will impact the morale, welfare and health of the Air Force Academy and therefore the AFAAC falls within the purview of the BoV. The AFAAC Board members were announced and they are Gen (ret) John Lorber; Dr.

Harvey Schiller, Lt Gen (ret) Charlie Coolidge, Alanzo Babers, Eileen Collins, Marilyn Thomas, Allan McCarter, Theo Gregory and Dr. Hans Meuh.

Currently the Athletic Department has 18 million APF tax dollars and 18 million in NAF which will transition totally into the AFAAC. The AFI and AFAAC will both be kept alive until USAFA is ready to make the full transition to the AFAAC. USAFA anticipates another year before the AFAAC is ready for the full standup.

### **Focus Group -- Gold Bar Lieutenants on Diversity Recruiting**

Col Bensheck gave a brief history of the policies that govern the Casual Lieutenant Program and the Diversity Lieutenant program. She explained that 20 of the lieutenants are specifically for diversity and will be at USAFA for a period of one year. The Diversity Program is a volunteer program and the lieutenants must go through three rounds of interviews in order to be selected.

The Lieutenants are used to reach out to high school students and are able to provide a firsthand perspective on life at USAFA. The program is set up to start mentoring kids as early as the sixth grade in order to make sure they will be competitive when/if they apply to USAFA.

Col Bensheck talked about the Diversity Visitation Program (DVP), which is a program that brings candidates out to USAFA for a four day trip in order to see the Air Force Academy. Operation and Maintenance funds cannot be used for the DVP and USAFA pays for the program with gift funds.

USAFA has about an 80 percent acceptance rate for members that attend the four day trip. USAFA has changed their recruiting strategy to increase efficiencies as budgets have become more constrained and the competition for highest quality candidates has increased.

Ambassador Schwab asked if the Diversity Lieutenants were able to speak with the counselors in order to set up high school visits. They explained that they were able to speak with the counselors however; there is a general misconception that the Diversity Lieutenants are there to recruit enlisted Airmen. The biggest hurdle for the program is informing the school counselors as well as the public about the mission of USAFA and what they do. Lt Boykin discussed the advantages of the "Counselors Invitation Program" which is a USAFA program that invited school counselors out for an orientation and allowed them to go to classes with the cadets which provided a firsthand account of what USAFA really does. Col Benyshek explained that the "Counselors Invitation Program" program had been discontinued for budgetary reasons. Overall the program has been a success as USAFA has increased qualified candidates applications by 200 for the previous year.

### **Center for Character and Leadership Development Military Construction Update**

Mr. Cruz-Gonzales started the brief by explaining what brought the need for the Center for Character and Leadership facility. The FY11 military construction project provides USAFA with funding for a 46,000-

square-foot facility. The USAFA Endowment donated another \$12 million gift for "margin of excellence enhancements." Mr. Sandoval asked what the cost of the additional tower was going to be. Mr. Cruz-Gonzales informed him that the additional tower was projected to cost 8 million and 4 million had been set aside for the interior finishes and the landscaping in addition to the 27.5 million in MILCON money.

Mr. Cruz-Gonzales further explained that USAFA hoped to get the RFP out by May, proposals would be due in by mid June and they plan on awarding the bid by 31 July. From that point it should take about a month-and-a-half to break ground on the project.

### **Personnel Update**

Col Linn Our started the personnel update by stating that USAFA has 3,073 positions here to build future leaders of character. He continued by explaining that there may be cuts to USAFA personnel due to the Resource Management Directive (RMD) 703. Mr. Ginsberg explained the details of RMD 703 to the BoV members and how it affected the Air Force as a whole as well as USAFA. Lt Gen Gould was able to advocate for retaining as many USAFA personnel as possible and Col Linn believes that less than ten people may be affected by non-voluntary actions related to RMD 703. Col Linn explained how the reserve component structure has changed in the Air Force which has resulted in decreased Reserve support at USAFA.

### **Subcommittee Out briefs**

#### **Academic and Course of Instruction**

Ambassador Schwab provided the results of the Academic and Course of Instruction subcommittee out brief for Sen Bennet. Grade inflation and the fact that there is not a grade inflation issue at USAFA was one of the main topics discussed in the subcommittee.

Ambassador Schwab explained grade inflation and compared USAFA with other universities. The requirements at USAFA are more strenuous than most universities due to the fact that cadets are required to take more hours than most universities as well as the physical fitness requirements. Historically cadets do very well in follow on programs and have built a good reputation of academic excellence.

Ambassador Schwab informed the group that there has been a change in the accreditation rules which has changed the process. The prior process was completed with an inspection of the entire program every few years and now it has changed to a continual process of certain programs throughout the year. Ambassador Schwab stated that the new process has the potential to be a better way to conduct the accreditation.

#### **Congressional Nominations and Admissions & Graduation**

Mr. Sandoval provided the results of the Congressional Nominations and Admissions & Graduation subcommittee outbrief. The two main goals of the subcommittee were to ensure the BoV understands the quarterly USAFA XP Diversity and Attrition reports, and provide the BoV an update on the Diversity Visitation Program (DVP). The DVP is a new outreach program for

juniors in high school. 80 percent of the candidates that come through the DVP either come to USAFA, the prep school, the Falcon Foundation, or another sister service academy or ROTC.

### **Infrastructure and Resources**

Mr. Hayes and Col Gibson provided the Infrastructure and Resources subcommittee outbrief and the biggest concern expressed is that emergency repair expenses have cut into USAFA's long range planning and budgeting. The funds are being diverted from ongoing repairs to address emergency repairs systems that are scheduled to be fully renovated within the next year or two. Despite the setbacks due to emergency repairs USAFA feels that the Air Staff has provided outstanding in terms of funding and project support.

### **Character and Leadership**

Brig Gen Clark provided the Character and Leadership subcommittee out brief and spoke about the implementation of the Inspire to Inspire (I-to-I) program which is directed by Col Joe Sanders. The program gives cadets the opportunity to be coached by other cadets and staff as well as coaching other cadets. The goal of the coaching is to help change the USAFA culture into a culture that will lead to inspiration.

### **Ad Hoc Committee on Strategic Planning**

Ambassador Schwab provided the Strategic Planning ad hoc subcommittee out brief. She informed the BoV that she briefed the ESG about the perspective of the BoV and also addressed some of the challenges facing the Air Force Academy, including diversity and some of the character issues. The BoV expressed a desire to continue to work with the Superintendent and the Commandant on the broader-brush issues, including how the Board of Visitors and how USAFA fit into the broader mission and goals of the United States Air Force.

### **Adjourned**


After fielding a few other comments, Chairwoman Schwab adjourned the session at 2:30 P.M.

### **Summary of Actions**

During the meeting, there were enough members to constitute a quorum. The body proposed to accept the July minutes as written. The motion was seconded and the board approved the minutes.



TAMMY M. TRYCHON, Lt Col, USAF  
Executive Secretary



SUSAN C. SCHWAB  
Chair, USAFA Board of Visitors

## **APPENDIX 2: Minutes of the Quarterly Meeting of the USAFA BoV, 11 May 2012**

### **MINUTES OF THE REGULAR MEETING BOARD OF VISITORS (BoV) UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairperson opened the first day of the USAFA Board of Visitors meeting at 10:17 a.m. on Friday, 11 May 2012 and the meeting was adjourned at 2:30 p.m. The meeting was held at the House Visitors Center in Washington, DC.

#### **ATTENDANCE**

##### **MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfredo Sandoval (Vice Chair)  
Major General (Ret) Marcelite Harris  
Mr. Robin Hayes  
Lt General (Ret) Arlen "Dirk" Jameson  
Dr. Thomas McKiernan  
Representative Niki Tsongas (D-MA)  
Mr. Fletcher "Flash" Wiley

##### **MEMBERS ABSENT:**

Senator Michael Bennet (D-CO)  
Senator Lindsey Graham (R- SC)  
Senator John Hoeven (R- ND)  
Representative Doug Lamborn (R-CO)  
Representative Jared Polis (D-CO)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)

##### **AIR FORCE SENIOR STAFF:**

Gen Norton Schwartz, Chief of Staff of the U.S. Air Force  
Mr. Daniel Ginsberg, Assistant Secretary of the Air Force, Manpower and Reserve Affairs  
Lt Gen Frank Gorenc, Assistant Vice Chief of Staff  
Mr. Robert Corsi, Deputy Director, Manpower, Personnel, and Services  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)

##### **USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Adis Vila, Chief Diversity Officer  
Col Tim Gibson, 10<sup>th</sup> Air Base Wing Commander



Col Bart Weiss, Preparatory School Commander  
Col Bill Walker, Deputy Director of Athletics  
Col Michael Therianos, Director of Plans, Policies and Assessments  
Col Scott Dierlam, United States Air Force Academy Liaison  
Col Carolyn Benyshek, Director of Admissions  
Lt Col Burke Beaumont, Comptroller  
Mr. Dave Cannon, Director of Communications  
CMSgt Steve Ludwig, USAFA Command Chief

**BoV EXECUTIVE SECRETARY:**

Lt Col Tammy Trychon (AF/A1DO)

**Opening Comments**

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned into the swearing-in of a new USAFA BoV member, Mr. Fletcher Wiley. After the ceremony, the meeting began with the Superintendent's Update.

**Superintendent's Update**

Lt General Gould began with an overview of the Academy. He started the presentation by describing the importance of aligning everything USAFA does based on a culture of respect, character, people, family, and ensuring that faculty and staff are exemplars for the cadets to follow. Furthermore he voiced the importance of USAFA being at a level where cadets become proud alumni that are well prepared, with the knowledge, skills, and abilities to go out and lead in the Air Force.

Lt Gen Gould provided an update on the recent USAFA compliance and consolidated unit inspection which hosted 187 inspectors for approximately 3 weeks at the Academy. Overall, the inspection was very successful; however the inspectors identified two areas which they found noncompliant. Col Gibson explained that the Academy did particularly well with in-processing and resolution; however the alternate dispute resolution program was a noncompliant area. Lt Gen Gould provided information on the safety issue with the Academy firing range, which was the second area of noncompliance. He explained that both areas have already been addressed and resolved.

The next topic covered was an update on the Center for Character and Leadership Development (CCLD) and the timeline for awarding funding. Lt Gen Gould explained that the award would be funded in two phases; first the building itself would be awarded with the skylight tower granted 15 to 30 days later.

Lt Gen Gould next provided an update on the end strength numbers and assured the Board that USAFA is on a glide slope to bring the cadet wing down to 4,000 by 30 September of this year. Lt Gen Gould explained that the Academy is reducing the inbound class size for 2016 to about 1,050 cadets in an effort to minimize overall cadet strength. Gen Schwartz commented that the

Air Force is over officer end strength due to retention; therefore the Academy is emphasizing the importance of upholding standards in academics, military, and athletics to assist with reducing cadet numbers.

Lt Gen Gould transitioned to cover the athletic conference and the changes that are expected over the next few years. Lt Gen Gould explained that USAFA is currently working with the Mountain West Conference on potentially bringing Boise State back to the conference in addition to including Fresno State, Nevada, and Hawaii to increase conference strength.

Lt Gen Gould provided an update on USAFA transitions. He explained that Brig General Clark would be departing and his replacement would be Brig Gen Greg Lengyel. Lt Gen Gould reintroduced Chief Ludwig who will be joining the Academy after working assignments at the Chief's Group; Colonel Bart Weiss will transition from his command of the preparatory school to be the deputy of athletics. He will be replaced by Colonel Kabrena Rodda. Colonel Joe Rizzuto will be replacing Colonel Chris Klamp as the 306<sup>th</sup> Flying Training Group Commander. Lt Gen Gould also explained that Colonel Rich Fogg will become the Vice Wing Commander for Colonel Gibson.

The next topic presented by Lt Gen Gould was an update on the USAFA faculty chair endowment named after General Benjamin O. Davis, Jr. that is expected within the next year. He then transitioned to discuss the importance of cadets participating in foreign travel and cultural immersion programs. Brig General Born detailed the academic accomplishments of current USAFA cadets. Recently, Academy cadets placed in the top 10 at the National Security and Innovation competition, won a regional competition for electrical and computer engineering, and for the third year in a row placed as the number one undergraduate institution in the International Science Foundation competition which invests in research towards education.

Before General Schwartz departed, he provided the Board insight into the Air Force Defense Strategy which was discussed in-depth in a later presentation. Gen Schwartz described four key pieces of the Air Force Defense, specifically, the importance to deter and defeat aggression if required, improving power projection capabilities, expanding space and cyber operations, and the importance of nuclear deterrence. He explained the need for USAFA to continue to develop men and woman of character to serve and the importance of recruiting talented cadets from all communities across the country.

Mr. Hayes asked Gen Schwartz to explain from his perspective what he needs most out of the board. Gen Schwartz replied that it's the Board's responsibility to make sure the Academy continues to track in the right direction. He explained that with the breadth of experience of the current Board members they are well positioned to keep an eye on trends to ensure the reputation of the Academy stays intact.

After General Schwartz's departure, Dr. Vila discussed the Ambassadors of Inclusion Program. The program provides cadets an opportunity to travel to foreign countries while gaining an

experience based on their specific major with no cost to the Air Force. Mr. Hayes shared his opinion on the importance of cadets traveling internationally and the value of being immersed into different cultures to build relationships and develop the Air Force's international diversity. Mr. Wiley pointed out the significance of cadets bringing their individual experiences back to the Cadet Wing so that the Academy may incorporate the knowledge and experience gained into USAFA's education program. Mr. Ginsberg also noted the value of continuing to leverage partnerships with private firms to fund these types of programs. He explained that with the Budget Control Act and overall reduction of Air Force funds across the next 5 years expanding private partnerships will be paramount. Before ending his presentation with an Academy highlight video, Lt Gen Gould suggested continuing discussions on USAFA foreign travel and cultural immersion programs during the next meeting.

Ambassador Schwab announced a recess from 11:46 a.m. to 12:04 p.m.

### **Air Force and U.S. Defense Strategy Briefing**

The afternoon presentation began with an in-depth discussion by Lt Gen Gorenc on the Air Force Defense Strategy which Gen Schwartz touched on early in the day. Lt Gen Gorenc described the Air Force as a "precise combat power from the air" that operates as part of an inter-agency team. He explained that the Air Force is made up of 330,000 active duty personnel and described the importance of flexibility in the face of a smaller force with a changing defense strategy.

Lt Gen Gorenc also described the significance of growing the Air Force's strength in space and cyber space. He touched on the Air Force's capability with remotely piloted aircraft to improve intel, surveillance, and reconnaissance (ISR) which may be collected through digital ground stations and moved worldwide to be analyzed. Lt Gen Gorenc further noted that remotely piloted aircraft requires more manpower than a piloted aircraft.

Mr. Sandoval brought up some negative Air Force press regarding the capability of the F-22 aircraft and asked Lt Gen Gorenc's opinion on the issue. Lt Gen Gorenc commented that he did not think that the issue was overblown and that it is important to understand what is happening with the equipment and what steps are taking place to resolve any issues. Lt Gen Gorenc went on to explain that the Air Force has minimized the inherent risk and challenges inside the F-22 to the lowest possible level. Lt Gen Gorenc then provided an update on Air Force investments given the current budget constraints. He described that with the close of the F-22 line of aircraft the Air Force is now focusing future investments in the F-35 line.

Maj Gen Harris asked what the Air Force's current threshold is to determine how they are doing as an agency on the issue of diversity. Lt Gen Gorenc responded that from a diversity standpoint the Air Force and the Academy are successfully attracting diversity. Mr. Ginsberg stated the importance of the Air Force and USAFA to not shy away from individuals with different backgrounds or characteristics who may be an asset to the force. Next, Lt Gen Gorenc provided

his opinion that the Air Force may not do the best job of making all airmen aware of the steps necessary to become an officer and steering all airmen into these types of opportunities. Mr. Wiley commented that although he believes the Air Force is serious about welcoming diversity it is difficult to obtain that objective and show success without establishing goals. The Board largely agreed with Mr. Wiley's statements who continued to explain that he left the Air Force during the civil rights era because he felt that the agency didn't understand him and the diversity that he represented.

Congresswoman Tsonga steered the conversation from diversity to the issue of sexual assault within the Air Force. Mr. Ginsberg quickly interjected that the issue of sexual assault is a priority for the Secretary of the Air Force and the Air Force overall, although it may not be explicitly addressed during this meeting.

Lt Gen Gorenc next presented the role and importance of USAFA given the current Air Force environment. In particular, he pointed to improved communication, specifically, retaining linguists and expanding the number of cadets who have language skills as key to future success. Lt Gen Gorenc explained that developing language capabilities is a priority for USAFA in addition to motivating cadets to become rated officers.

Dr. McKiernan asked if the Academy is providing enough rated officers and if not, why is that happening. Lt Gen Gorenc replied that there are fewer available pilot training slots due to the fact that the agency is trying to reduce the force, therefore every cadet who graduates from the Academy is not going to be accepted into pilot training. He explained that the Academy is focused on ensuring that each pilot school slot is filled by the most qualified officer possible.

Lt Gen Gorenc then shared his personal heritage; his family immigrated to the US and he grew up in a middle class family in Milwaukee. He explained that he went to USAFA because it was free and gave him an opportunity and described his gratitude to the Academy for all the opportunities it provided him. Next Lt Gen Gorenc discussed his time with the Air Force and described the importance of balancing education, training, and experience for cadets. Lt Gen Jameson asked if specific curriculum or leadership should be woven into education. Lt Gen Gorenc responded that a basic liberal arts education paired with in-depth study in a particular major is important and USAFA is doing that.

Ambassador Schwab announced an open session recess from 1:14 p.m. to 1:50 p.m.

#### **CHARACTER UPDATE BRIEF (CLOSED SESSION)**

Brig Gen Clark provided an update on cadet disciplinary issues during this closed session.

#### **USAFA 501 (c) (3) ORGANIZATIONS BRIEF**

Lt Gen Gould gave a brief introduction of the 501(c) (3) organizations associated with the Air Force Academy. In the interest of time, he pointed Board members to the PowerPoint slides that

outline each 501 (c) (3) organization including: the Air Force Academy Foundation (AFA), Falcon Foundation (FF), Associate of Graduates (AOG), Academy Research and Development Institute (ARDI), Friends of the Library (FOL), United States Air Force Academy Endowment (UE), and Air Force Academy Athletic Corporation (AFAAC). Lt Gen Gould mentioned that the USAFA Endowment was the main fundraising organization; the ARDI endows chairs in academics; Falcon Foundation provides scholarships, and the Air Force Academy Athletic Corporation is the newest organization that they are in the process of standing up. He then turned the presentation over to Mr. Gilmour, SAF/GCA, to explain the roles and responsibilities of these organizations with the Academy. Mr. Gilmour stated that the Academy has an indirect role when the 501(c) (3) does something on behalf of USAFA. He explained that all the 501 (c) (3) organizations are independent and therefore the Board does not have any direct oversight. The Board may inquire on how USAFA is interacting with the 501(c) (3) organizations, but the Board may not inquire into the internal workings of the 501(c) (3) organization. For example, if USAFA receives a gift from a 501(c) (3) organization, the Board may inquire what USAFA did with the gift, but not how the 501(c) (3) raised the money. Ambassador Schwab explained that the Board of Visitors is an advisory board of USAFA and therefore is responsible for keeping an eye on the Academy's relationships with these organizations.

Ambassador Schwab explained that the Board would not break but go directly into the next presentation.

### **USAFA DIVERSITY BUDGET UPDATE**

Lt Col Beaumont provided the Board an update on the diversity budget and explained that it has grown significantly since 2009 despite the decline of USAFA's overall budget. He presented that the Academy has seen a 31% increase in cadet diversity and have begun winning diversity awards. Mr. Corsi pointed out that the diversity budget for the entire Air Force is \$1.5 million while the Academy alone has an additional \$1.2 million dedicated to diversity.

### **Subcommittee Outbriefs**

Ambassador Schwab provided the subcommittee out brief. The subcommittee received a high level briefing on the curriculum review process from Brig Gen Born. Ambassador Schwab explained that the BoV is looking forward to offering more input and being more actively engaged in the curriculum review process.

### **Adjourned**

After fielding a few other comments, Ambassador Schwab adjourned the session at 2:30 P.M.

### **Summary of Actions**

During the meeting, there were enough members to constitute a quorum. The body proposed to accept the February minutes as written with edits. The motion was seconded and the board approved the minutes.



TAMMY M. TRYCHON, Lt Col, USAF  
Executive Secretary



SUSAN C. SCHWAB  
Chair, USAFA Board of Visitors